College Values

Excellence
Openness
Ethics
Diversity
Cooperation
Key Tips – Team Formation

• Stick to the values and choose people on the team that believe/follow the values

• People count every $ you spend on administration and central services – be prepared with performance metrics if you decide to expand

• Fire Fast – Hire Slow and pick your battles strategically. It is better to broaden the team than to expect people to do things they do not do well

• This is a marathon, not a sprint – the College will still be there after you are long gone
Read to Get Ideas

- Good to Great
  - John Collins
- Strengths Finder 2.0
  - Tom Rath
- The Pause Principle
  - Kevin Cashman
- The Advantage
  - Patrick Lencioni
- Average is Over
  - Tyler Cowen
- The Power of Habit
  - Charles Duhigg
- Make it Stick
  - The Science of Successful Learning
  - Peter U. Brown, Henry L. Kranzberg III, Mark A. McDonald
- Give and Take
  - Adam Grant
- Executive Presence
  - Sylvia Ann Hewlett
Key Tips – Leading the Team

• Lead based on your strengths and let others do their job. Trust the team to do their job. If you do not trust the team, then change it.
• You almost never have to respond instantly – always make sure you hear all sides of the story
• Understand when to use email and when to use voice and when to do nothing
• Understand the motivations of your team members and your upper administration. Plotting correct strategy depends on your needs and their motivations
Discussion Questions

- Do you have the right number and task assignment for your associate/assistant dean/director team?

- Do you have the right people on the bus and what do you do if the answer is “no”

- Is everyone on the bus going in the same direction – are college goals/vision in sync with department and faculty goals/vision

- You manage the College – how do you deal with faculty that want you to manage the Department as well?